DOCUMENT RESUME

ED 064 580 AC 012 654

TITLE	Historical and Progress Report of the Federal Executive Institute, an Interagency Training Facility.
INSTITUTION	Civil Service Commission, Washington, D.C.
PUB DATE	Sep 69
NOTE	48p.
EDRS PRICE	MF-$0.65 HC-$3.29
DESCRIPTORS	College School Cooperation; Curriculum; Federal Government; *Government Employees; *Inservice Education; *Institutes (Training Programs); Instructional Staff; *Management Development; *Professional Continuing Education; Program Evaluation; Residential Programs; Teaching Methods; Training Objectives
IDENTIFIERS	*Federal Executive Institute; Residential Program in Executive Education

ABSTRACT

This first-year report of the Federal Executive Institute provides an historical development record and a summarization of operational progress. The institute, located in Charlottesville, Virginia, has the following broad educational goals: to heighten career executive responsiveness to national needs and goals; to increase career executive appreciation of the totality of the governmental system; and to improve career executive knowledge of managerial prccesses. The "Residential Program in Executive Education" is the core educational activity of the Institute; it is an eight-week program that is held five times each fiscal year for 60 people per session. Educational methods used are lecture discussions, seminars, workshops and laboratories, policy/management studies, films and tapes, and reading materials. The Institute staffing, University of Virginia Collaboration, outside faculty resources, advisory board, evaluation of the Institute, follow-on activities, Summer and Fall short seminars, special programs, formal and informal organizational relations, publicity, facility and food services, and funding are briefly discussed. Appendixes provide the following: (1) Lectures, Seminars, Policy/Management Studies; (2) Curriculum Graphic; (3) Faculty and Staff; (4) Outside Resources; (5) Original Advisory Board; and (6) Budgets, FY 1969 and 1970. (DB)

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HISTORICAL AND PROGRESS REPORT

of the

FEDERAL EXECUTIVE INSTITUTE

An Interagency Training Facility

CHARLOTTESVILLE, VIRGINIA

SEPTEMBER, 1969

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HISTORICAL AND PROGRESS REPORT

OF THE

FEDERAL EXECUTIVE INSTITUTE

This first year report of the Federal Executive Institute provides an historical development record and a summarization of operational progress.

A. Historical Development

The idea of an advance study center for upper echelon employees of the federal civil service was suggested following World War II as Governmental programs became increasingly technological in content and complex in administration. This situation continued in the years since and the idea of the study center prevailed.

The utility of an advance study center was foreseen over the years by management improvement specialists both in and out of Government. As a result, over a twenty year period, the White House was provided advice about this idea by the distinguished members of two Hoover Commissions and by reinforcing reports of the Committee for Economic Development, The Brookings Institution, the American Assembly, University-Federal Conferences at Princeton University and the University of California at Berkeley as well as by the Presidential Task Force on Career Advancement.

The Society for Personnel Administration published a proposal for a "Federal Administrative Staff College" in 1953 which had been developed by a broadly representative task force. The Brookings Institution inaugurated its Conference Program for Federal Executives at Williamsburg, Virginia, in 1957, with Ford Foundation financial support, as a precursor to a "Federal Staff College." The Congress provided a major statutory foundation by passing the Government Employees Training Act in 1958. This farsighted legislation equipped the heads of departments and agencies with equal authority to use program funds for employee education and training both in and out of Government and it enjoined them to combine resources on common training objectives.

Rather than following the Brookings lead directly through creation of a top-level training center without bridging steps, the Civil Service Commission decided in 1963, based on wide consultation, careful study and its own experiences on short-term interagency training and education, to establish a residential seminar program aimed at careerists of promise in grades GS-14 and 15 or equivalent, as they come to the threshold but have not moved into the three top-most levels of responsibility. The first such Executive Seminar Center was established at Kings Point, New York, in October 1963. After careful evaluation involving a Committee of Visitors from outside Government, a second Center was established at Berkeley, California, in September 1966.

Also in 1963, the National Institute of Public Affairs began to administer the Career Education Awards Program whereby promising employees at mid-levels are sent to universities for a year of academic study. This program was initially funded by the Ford Foundation and was strongly supported by the Civil Service Commission.

By late 1966, a great amount of experience had been gained within the Civil Service Commission through various education and training activities and the stage was set to turn positive attention toward establishment of an advanced study center for the top-most echelons of the federal civil service. The decision had been made by then that the educational effort should be accomplished within Government, that it should be residential in character, and that it should not be so lengthy as to materially disrupt the work and family situation of those who would attend, but that it should be long enough to insure positive benefit from an educational standpoint.

Fortuitously, at about this same time in 1966, a Presidential Task Force on Career Advancement in the public service was convened from the private and public sectors to study training and education needs of federal employees. In January, 1967, the Task Force recommended to the President establishment of an advanced study center. The President, on April 20, 1967, directed the former Chairman of the Civil Service Commission to take needed steps toward the recommended Center. The Chairman of the Commission designated James R. Beck, Jr., now Deputy Director of the Federal Executive Institute, as Chief Project

Officer on April 24, 1967. Thirteen months later, on May 9, 1968, the President approved a plan for that Center to be known as the Federal Executive Institute, location in a leased facility at Charlottesville in collaboration with the University of Virginia and an opening date of early October 1968.

Between May 9 and October 13, 1968, funds for Institute operations were obtained from departments and agencies under authorities of the Government Employees Training Act, a Director was selected, a faculty and staff were employed, a detailed eight-week residential education program was prepared, a facility lease was negotiated, needed remodeling was accomplished, educational furniture and equipment were purchased, a nucleus library was established, participant selection criteria and nomination procedures were agreed upon, initial collaborative arrangements were worked out with the University of Virginia and food services were contracted.

Thus, the idea of this new educational endeavor spanned the terms of four Presidents (Truman, Eisenhower, Kennedy and Johnson) and it involved countless numbers of people dedicated to the need of such an activity to aid in increasing the efficiency and economy of Government operations. A fifth President, Richard M. Nixon, met on April 24, 1969, with all members of the third residential class, key officials of the Civil Service Commission, and Institute faculty members in the White House Rose Garden. President Nixon informally, at that time, endorsed the existence of the Federal Executive Institute and its purposes.

It is not possible to duly credit all people who worked over the years toward fulfillment of the Institute idea. Recognition may be given, however, to certain people most intimately involved. They include:

Roger W. Jones, former Civil Service Commission Chairman and now Assistant Director, Bureau of the Budget.

John W. Macy, Jr., former Civil Service Commission Chairman and now President, Corporation for Public Broadcasting.

Robert E. Hampton, Chairman, Civil Service Commission.

L. J. Andolsek, Commissioner, Civil Service Commission.

Nicholas J. Oganovic, Executive Director, Civil Service Commission.

J. Kenneth Mulligan, Director of the Bureau of Training, Civil Service Commission.

William T. McDonald, Assistant Director for Training Operations of the Bureau of Training, Civil Service Commission.

B. Educational Goals

The Institute exists primarily to help meet education and training needs of upper echelon federal civil service employees. The upper echelon is broadly defined as employees in positions rated at grade GS-16 and above, or equivalent in other federal pay systems. The educational programs of the Institute focus on matters which relate to areas of interest in many departments and agencies rather than specialized activities of a single organization. The Institute programs supplement rather than supplant executive education efforts of other organizations or institutions in and out of Government.

The broad educational goals set for the Institute within this framework are:

— to heighten career executive responsiveness to national needs and goals.

— to increase career executive appreciation of the totality of the governmental system.

— to improve career executive knowledge of managerial processes.

C. Curriculum and Methods

The "Residential Program in Executive Education" is the core educational activity of the Federal Executive Institute. This eight-week program is held five times each fiscal year for 60 people in each scheduled session.

The detailed content and teaching methods of each session have been altered with experience. But, the overall goals and major curriculum emphases have remained unchanged. In all five sessions to date a balance has been sought and attempts have been made to inter-

weave the major elements of the program which relate to environment of governmental programs, governmental systems and governmental management.

The prime educational methods employed are:

— lecture-discussions by resident faculty, executives in residence, government officials, academicians, and experts drawn from the private sector in both profit and non-profit organizations.

— seminars taught by resident faculty, University of Virginia faculty and consultants.

— workshops and laboratories led by resident faculty members and consultants.

— policy/management studies directed by executives in residence with resident faculty and University of Virginia faculty as resources.

— films and tapes selected by resident faculty.

— reading materials selected by resident faculty.

A listing of lecture titles, seminar titles, policy/management study titles, and workshop titles is contained in Appendix No. 1.

Executives attending the Residential Program must make a number of choices during each eight-week session as many times two or more educational activities run concurrently. For example, two sets of seminars with five to six seminars in each set are available in a session. An Executive must, therefore, choose one seminar in each set from among those available and he may not choose more than two during the session. Similarly, three sets of workshops are offered in a session with two workshops offered concurrently in each set. Thus, the Executive may participate in only three of six available workshops. About eight to ten policy/management study areas are arranged in a session and the Executive elects one from among this number. The only structured educational activities available to the entire group are plenary session lecture-discussions and certain films believed by faculty to have broad interest for the entire community.

The philosophy of multiple curriculum opportunities and educational methods is that

identical education needs do not exist for all Executives attending the Institute. Instead, it is recognized that federal executives have different levels of educational attainment, different educational backgrounds, different life experiences, different governmental responsibility, and, therefore, somewhat different learning needs. It is possible, then, for an Executive to tailor a track in the eight-week program permitting him to concentrate on one or a combination of areas of study.

A graphic chart is provided in Appendix No. 2 which depicts major program elements of an eight-week session. In viewing this chart, it should be known that a normal day begins at 8:00 a.m. and ends at 9:00 p.m., that two weekends are fully scheduled with a third weekend of scheduled activity optional. A normal week begins at 5:00 p.m. on Sunday and ends at 3:00 p.m. on Friday.

A highly important element not overlooked in curriculum design, method, and resources is the group of Executives in residence. They are each experts in their own right – often even one of the top subject specialists in a given area for the entire nation. Their knowledges are drawn heavily upon through lecture-discussions and as group leaders. In this way, the Executives and faculty form a total community where it is possible to learn from each other and where the time-honored pupil-teacher relationship is dissolved for the mutual benefit of everyone.

D. Institute Staffing

The early Plan for the Institute suggested that faculty and staff be drawn from both in and out of Government; that the faculty be interdisciplinary in character; that people selected have a variety of work experiences; and that flexibilities of the federal personnel system be fully used in recruitment, selection and employment of people for both short and longer term appointments.

Fifteen full-time positions were authorized for the first partial year of operations with a planned increase to twenty full-time positions for fiscal year 1970. Operations began with

a Director, Deputy Director, seven resident faculty members, one Administrative Assistant, three staff assistants and two wage board assistants. That number has been increased with three more resident faculty members, one more staff assistant, and one more wage board assistant part-time.

The Director, Frank P. Sherwood, was recruited from academic life and the Deputy Director, James R. Beck, Jr., was recruited from Government service. The faculty is likewise split with five of the current members recruited from academic life and five from Government. Three of them were initially detailed from other agencies and two are now detailed – one from the National Aeronautics and Space Administration and one from the Central Intelligence Agency. The administrative support staff is also evenly divided with four coming from other federal organizations and four from outside Government.

All faculty members have been awarded doctoral degress, all have had positive prior experience in educational activities, all have either been employed by the federal government, a state or local government, served as a consultant to government or worked overseas advising foreign governments. The present faculty represents six different disciplines important to Institute educational activities. A listing of all present and past Institute faculty and staff is provided in Appendix No. 3.

Faculty and staff development is considered as important for employees as for persons who attend Institute programs. Thus far, two employees are enrolled in graduate work at the University of Virginia, two have been sent to short training courses of other organizations and one has been enrolled as a Public Administration Fellow in a program co-sponsored by the American Society for Public Administration and the Civil Service Commission. Another employee will soon be enrolled in that same program. Plans are being developed for systematic assessment of faculty and staff training needs and for the involvement of each employee in a training or educational activity annually.

Quality of faculty and staff has been recognized outside the Institute. Two faculty members taught at the University of Virginia this past year and three faculty members plus the Director will teach courses there this academic year. The Deputy Director served as a

Special United Nations Consultant to Iran in the spring and a faculty member worked on a special program at the University of California at Los Angeles and at the University of Southern California during the same period. Three faculty members have been involved in a special project providing leadership advice to the Director of the National Park Service and two others have been working on a plan of Organizational Development for the Assistant Secretary of Defense for Administration.

E. University of Virginia Collaboration

The University of Virginia was a decided influence in establishment of the Institute at Charlottesville. The suggestion was initiated by President Edgar F. Shannon of the University to the Civil Service Commission Chairman in the spring of 1967. The suggestion was encouraged by University Professors Weldon Cooper, Herbert Emmerich, Robert Harris, and Laurin Henry.

The former Commission Chairman, John W. Macy, Jr., with Messrs. J. Kenneth Mulligan and James R. Beck, Jr., of the Commission staff, met with University President Shannon and key University officials on January 3, 1968, to discuss the Federal Executive Institute plan and to test the possibility of collaboration. From that point, University officials displayed high interest along with community leaders in the Charlottesville location and close relationships have existed since then. Most tangibly, this collaboration includes:

- use of University facilities by Institute faculty and executives in residence.
- access to the University library.
- establishment of a University-FEI liaison committee.
- University faculty serving as consultants and lecturers at the Institute.
- Institute faculty teaching courses at the University.

Additionally, in late 1968, the University of Virginia and the Civil Service Commission encouraged by the Institute Director sought ways whereby the relationships could be further

enhanced. The Ford Foundation made a two-year grant of $122,000 to aid in this effort and those funds are now being used to:

— support a University faculty member half-time to assist in cementing the relationship between FEI and the University.

— fund three graduate students each year from the University who serve as research fellows half-time at the Institute.

— fund two-thirds of a man-year of faculty time from the Graduate School of Business and other segments at the University to work on Institute programs.

— fund four undergraduate students from other colleges and universities in attendance at Institute sessions for the purpose of exposing them to federal activities and to provide interface for executives in residence with college youth.

— fund one faculty member from other colleges or universities in each scheduled session to provide added exposure of federal work to those in teaching positions.

F. Outside Resources

The educational activities of the Institute are the responsibility of its faculty and staff. But, they are supplemented during each scheduled session with assistance from faculty at the University of Virginia and other universities; by officials from federal, state and local governments; and by people associated with both profit and non-profit organizations outside governments and universities. A complete listing of all people who have provided special educational assistance at the Institute is contained in Appendix No. 4.

G. Advisory Board

The Plan for the Federal Executive Institute provided for an Advisory Board composed of people in and out of Government. A Board was named at the time of establishment of

the Institute and one meeting was held at Charlottesville in December 1968. This Board was permitted to dissolve with the change of Administration in January, 1969, and a new Board will be named soon. That Board will exist to offer advice to the Institute Director and the Civil Service Commission on Institute activities. For historical purposes, people named to the first Board are listed in Appendix No. 5.

H. Evaluation

Institute educational activities are regularly evaluated by executives in residence and the faculty. Each major program segment is separately evaluated by executives in writing and orally in groups. A summary written evaluation is completed by the executives at the conclusion of each session. The evaluations have played a major part in alterations to both content and method. Most Institute activities have been given high scores. Those that have not received scores above average have either been dropped or been radically changed. Executives in Sessions I and II who attended the first follow-on session of three days in July were asked to complete an evaluation after being away four to six months. They rated the experience higher after being away than immediately on conclusion of the session in which they participated. Discussions are now in process for an evaluation of Institute activities by a group of people in other departments and agencies or by a group of people from outside Government. That evaluation will probably begin this fall.

I. Follow-On Activities

Executives who attend the eight-week "Residential Program in Executive Education" are encouraged to continue their development after departure from the Institute. Several things have been initiated to assist this process. They are:

— A bi-monthly review of a new book on environment, governmental systems or management is sent each executive who has attended the Institute. Those executives are encouraged to obtain and read the book.

— A monthly newsletter is sent each person who has attended the Residential Program. That newsletter contains news about Institute activities and other items considered of interest to them.

— A three-day Follow-On Session at the Institute four to six months after completion of the Residential Program. A three-day session for Sessions I and II was held in July and another is scheduled for people who attended Sessions III and IV in October. Others will be scheduled next spring for those who attend Sessions V and VI.

— Periodic meetings at Washington, D. C., sponsored by the Commission's Bureau of Executive Manpower with the agenda established by a steering committee of executives. Two of these meetings have been held – one at the Naval Gun Factory and the other at the Civil Service Commission Building in Washington, D. C.

J. Summer and Fall Seminars

While the eight-week "Residential Program in Executive Education" is the core activity of the Institute, other educational programs of shorter duration (a week or less) are also part of Institute activities. The short seminars are aimed at the same basic group as the eight-week program, but are designed to meet more specialized developmental needs on a concentrated basis. The short seminars were started this fiscal year and are being held in July, September, October and December, 1969. The schedule of short seminars this year is:

a.	Major National Problems	July 7 - 13
b.	Central-Field Organization	July 14 - 20
c.	Organizational Development	July 14 - 20
d.	Race, Poverty and the Urban Crisis	July 20 - 25
e.	Decentralization Theory	September 28 - October 3
f.	National Needs and Priorities	October 5 - 8

g.	Staffing and Organizing the Top Executive	October 5 - 8
h.	Organizational Development	October 12 - 15
i.	Motivation and Creativity	December 14 - 19

K. Special Programs

The Institute is an interagency training facility of the U. S. Government and exists mainly to serve as an educational activity to meet common educational needs of executives employed in the different departments and agencies. The facility is occupied for the bulk of the year with people attending educational programs developed and conducted by Institute faculty and staff. However, a few times exist annually when the facility is not fully occupied with people attending Institute courses. At those times space is made available to other Government organizations. Organizations and groups that have or are scheduled to use the Institute space include:

a. Regional Directors Conference, U. S. Civil Service Commission, October 1968.

b. Directors of Personnel Annual Conference, December 1968 and October 1969.

c. Research Conference of University Professors sponsored by the Bureau of Executive Manpower, Civil Service Commission, December 1968.

d. Career Education Awards Program, Bureau of Training, Civil Service Commission, April 1969.

e. Management Training Program, Federal Aviation Agency, May 1969.

f. Executive Officers Group, sponsored by the National Institute of Public Affairs, June 1969.

g. Conference on Automation, sponsored by the Bureau of the Budget, September 1969.

h. Interdepartmental Seminar, sponsored by the Department of State, September 1969.

i. Advanced Management Seminar, Bureau of Training, Civil Service Commission, September 1969.

L. Formal and Informal Organizational Relations

The Federal Executive Institute is organizationally located in the Office of the Commissioners of the Civil Service Commission. The Institute Director reports to the Commission Chairman on day-to-day operational matters and to the three member bi-partisan Commission on matters related to policy and long-range plans.

Natural and continuing need exists for cooperation and association with other segments of the Commission. Where these activities involve two or more Commission activities under the direction of the Executive Director, coordination is effected by him. Particular and continuing associations are necessary with the Bureau of Training because of its basic responsibility for overall surveillance of training conducted under the provisions of the Government Employees Training Act and because of its work in planning and operation of interagency training activities in Government. Similarly, associations are necessary with the Bureau of Executive Manpower because of its assigned responsibility for executive manpower management. Finally, close liaison is maintained with the Bureau of Management Services as it performs budgetary, accounting, payrolling, contracting, purchasing, and personnel services for the Institute.

The Institute, as an interagency training organization, has equally natural and continuing needs for relationships with officials of all federal departments and agencies with respect to financing, selection and nomination of participants, and review of activities to assure that educational programs meet Government needs.

Extra special relationships have been developed with the Director of the National Park Service whereby he has sought assistance and advice from Institute faculty on his leadership

role. A total of $30,000 has been provided the Institute by the Park Service for this work. Overtures of a similar kind have come from the Assistant Secretary of Defense for Administration who has invited the Institute to provide him a plan for organizational development.

The Director, the Deputy Director and some faculty members have been asked to talk before various federal and non-federal groups at Washington, D. C., and at several field locations. Some of these talks have been on Institute work and others have been lectures in the area of expert knowledge of those invited from the Institute.

Finally, Institute management encourages faculty and staff involvement in outside professional organizations through membership, attendance at professional meetings, and serving as resource people and as lecturers. In this area, the Institute Director with some of the faculty at the University of Virginia has spear-headed establishment of a Richmond-Charlottesville Chapter of the American Society for Public Administration.

M. Publicity

The Institute is new. It has need to become known by its various publics. Articles about the Institute have appeared in the Government Executive, the Federal Times, columns of Washington, D. C. newspapers, the Richmond-Times Dispatch, the Charlottesville Daily Progress, the Civil Service Journal, and several department and agency journals and house organs.

A brochure about the Institute has been printed. A monthly Newsletter is published and periodically lectures of note are reproduced and distributed. A Directory of FEI Executives is now being prepared and will be updated annually.

N. Facility and Food Services

The Federal Executive Institute is located at the northern edge of Charlottesville in a facility previously named the Thomas Jefferson Inn and owned by the Knott Hotel Corporation of New York City. The property was purchased June 1, 1968, by O'Neill Enterprises,

Inc., of Charlottesville, Virginia, and then leased for six years by the General Services Administration beginning October 1, 1968. The property consists of eight acres of land and two buildings.

Some remodelling was accomplished before occupancy. This included converting 14 bedrooms to offices, two bedrooms to work and storage rooms, and five bedrooms to small group rooms. Additionally, a large ballroom was divided into three conference rooms, a large lounge was converted to a library and two small lounges were converted to group rooms. Lease terms provide for building and grounds maintenance as well as for janitorial and maid services.

Food services are contracted annually with Jefferson Inn Restaurant, Inc., a local Charlottesville concern.

O. Funding

All operating funds are obtained through a shared cost system whereby federal departments and agencies pay expenses in direct relation to their annual planned use of this educational resource. Authority for this funding method is provided in Section 8 of the Government Employees Training Act of 1958.

First year expenses amounted to $696,200 which covered all start-up costs and funds for 8½ months of operations. Costs for fiscal year 1970 are estimated at $1,000,000. The difference in expenses results from 3½ more months of operations and increased programming. Four sessions of eight weeks each were held in FY 1969 and five are scheduled in FY 1970. Additionally, a number of short seminars are being held this fiscal year and none were offered in fiscal year 1969.

Departments and agencies funded 236 shares @ $2,950 per share in fiscal year 1969 and they have funded 290 shares @ $3,250 per share in fiscal year 1970. Remaining budgeted funds will be obtained from reimbursements for persons attending short seminars and from the special pilot project undertaken for the National Park Service. Budgets for FY 1969 and FY 1970 are given in Appendix No. 6.

APPENDIX NO. 1

LECTURES, SEMINARS, POLICY/MANAGEMENT STUDIES AND WORKSHOPS

A wide range of content input is made in each eight-week session of the Residential Program in Executive Education at the Federal Executive Institute. This input takes the form of lectures, seminars, policy/management studies and workshops. Following is a listing representative of types of areas covered in the first five eight-week sessions under each of these broad headings:

A. Lectures

Persons from Government, academic institutions and the private sector are regularly invited to lecture at the Institute. The names of persons who have given lectures at the Institute in the first five sessions are listed in Appendix No. 4. Following is a listing representative of the topics they have addressed.

1. Problems Facing A City Government
2. Weapon Decision Making at the Top
3. The Changing Role of the U. S. Labor Force
4. Emerging Role of Unions in the Public Service
5. The Impact of Computers and Electronics on Education
6. Southeast Asia and the Great Powers
7. The Presidency As It Operates Today
8. Big Industry Views on Public Policy Issues
9. The New Federalism
10. The Black Explosion: National and International
11. The Role of the Minority Party in Presidential Transition
12. World Population Explosion
13. Education and Civil Rights
14. Cost Benefit Analysis: A Management Tool
15. Ideas and Experiences Leading Toward Organizational Development
16. Impact of the Budgetary Process on the Administration of the Public Sector
17. The Roles of the President

18. Policy Making and Appropriations
19. The Professional Staff Member of Congressional Committees
20. Emergency Preparedness
21. Model Cities
22. Singapore Looks at Southeast Asia
23. U. S. Tax Policy
24. The State of the Public Service
25. Black Studies: Campus Phenomena
26. Our Nation's Resources

B. Seminars

Seminars are ordinarily led by a resident faculty member or a University of Virginia faculty member and occur in two or three hour time periods over five to six meetings of each seminar in an eight-week session.

	Title	Seminar Leader
1.	Contemporary American Culture and Its Changing Institutions	Dr. Wayne Untereiner
2.	Major Problems in U. S. Foreign Policy	Dr. Donald Nuechterlein
3.	Organizational Development	Dr. Edward Jones
4.	Increasing Executive Effectiveness	Dr. R. T. Williams
5.	Black Studies: Some Options and Issues	Dr. Maurice Dawkins
6.	Federal Executive Reorganization	Dr. Herbert Emmerich
7.	Integrating Individual and Organizational Effectiveness	Dr. James Lau
8.	Political Parties	Dr. Beatrice Markey
9.	Science, Technology and Public Policy	Dr. Thomas Adams
10.	Executive-Legislative Relations	Mr. James Beck
11.	The Ombudsman and Other Remedies Against Abuse of Administrative Authority	Dr. James Roberts
12.	Intergovernmental Relations	Dr. Patrick Conklin

	Title	Seminar Leader
13.	Administrative Policy Formulation and the Public Interest	Dr. Michael Harmon
14.	Macroeconomic Implications of Policy	Dr. James Holtz
15.	Contemporary Urban Problems	Dr. Ralph Eisenberg
16.	American Security Interests in Southeast Asia	Dr. Donald Nuechterlein
17.	The Executive and His Non-Work World	Dr. Marianne Williams
18.	Black History and Federal Policy Implications	Dr. Maurice Dawkins
19.	The Policy Process	Dr. Beatrice Markey
20.	American Federalism	Dr. James Roberts
21.	Managerial Psychology	Dr. Edward Jones
22.	Design for Decisions	Dr. James Holtz
23.	Management Evaluations of Government Programs: Some Key Issues and Concepts	Dr. Wayne Untereiner
24.	R & D Policy and Administration	Dr. Frank Sherwood and Dr. Edward Jones

C. Policy/Management Studies

Each Executive in residence is asked to become involved with an in-depth study of an area of major interest. Members of the resident faculty serve as resources for groups involved in these studies. Following is a listing of areas that have been selected in the first five eight-week sessions:

1. Government as an Employer of Last Resort
2. Marine Science and International Affairs
3. Executive Assignment System
4. SEATO, (As An Example of Foreign Policy Decision-Making)
5. Federal/State Interface
6. Use of Government R & D Capability to Solve Urban Problems
7. Future (Change, Problems, Resources)
8. U. S. Foreign Policy Towards Indonesia

9. Concepts and Methodology in Evaluation
10. Anti-Poverty Programs
11. The Interaction of Man with His Socio-Political Environment
12. Career Executive/Political Appointee Interface
13. The University and Industrial Development
14. Executive Behavior
15. Congress and Foreign Policy Formulation
16. Rural Poverty
17. Consensus and Creativity in Federal Organizations
18. Quantitative Analysis
19. Impact of Federal Programs on Local Communities
20. Management Techniques
21. Utilizing Executive Resources
22. Development of Land-Use Policy
23. Urban Crisis (Poverty)
24. The Arab-Israeli Crisis
25. Conflict Between Technologists and Policy Makers
26. Goal Setting, Planning, and Evaluation in Federal Agencies
27. Federal Responsibility for Higher Education
28. Using Private Enterprise in the Struggle Against Poverty
29. Environmental Immersion: County and City Courtrooms in Charlottesville
30. Nigeria and Biafra: A Case Study in Interest and Pressure
31. Pre-Retirement Programs
32. Employee Organizations in the Federal Service
33. Contributions of Cultural Anthropology to Educational Administration
34. Housing and the Growing Urban Area
35. Drug Abuse
36. Comparative Analysis of Economic Development of Canada and Mexico

37. Understanding the Press

38. Student Unrest on U. S. College and University Campuses

39. Problems of Executives and Families Living in Isolated Settings

40. State/County/City Interface: Fairfax County/Fairfax City Contrasted with Albemarle County/Charlottesville

41. The Non-Work World of the Executive

42. Leadership Problems of Guerilla Executives

43. Scientific Research and Development as a National Priority

44. Planning and New Towns

45. The Power of the Press – Cooktown Style

46. The FEI Executive's View of His Next Five Years

47. The Scientist/Manager Interface: Problems and Prospects

48. U. S. Interests and Foreign Policy: The Near East

49. "Developed" vs. "Undeveloped" Worlds: Problems and Prospects

50. The Black Vietnam Service Returnee in Richmond, Virginia

D. Workshops

During each eight-week session executives must select two or three workshops out of four to six available. Workshops are held during concentrated five-day periods with two running concurrently in each set. Following is a listing of workshops conducted at the Institute:

1. Literary Workshop: The Individual and the State

2. Management Styles Workshop

3. The American Federal Executive Workshop

4. Interpersonal Learning Laboratory

5. Management Challenge Workshop

6. Domestic Policy Workshop

7. Organization Theory Workshop

8. Managerial Awareness Workshop

9. Decision-Making Workshop
10. Environmental Awareness Workshop

APPENDIX NO. 2

CURRICULUM GRAPHIC

SCHEDULE FOR WEEK ONE
April 27 - May 3, 1969

Sunday (27)	Monday (28)	Tuesday (29)	Wednesday (30)	Thursday (1)	Friday (2)	Saturday (3)
Breakfast 7:45-9:00	7:00-8:15					7:45-9:00
	8:15 Orientation to FEI Program 9:45 Break 10:00 Orientation to FEI Faculty 10:45 First Community Meeting 12:15	8:15 Organization and Planning Groups Session 2 12:15	8:15 Organization and Planning Groups Session 5 10:30 Break 10:45 Plenary Session - Feedback on Organization and Planning Groups 12:15	8:15 "Learning How to Learn In An Open System" 10:00 Break 10:15 Second Community Meeting 11:15 Faculty Available for consultation on program choices 12:15	8:15 Individual Study - Preparation for Workshops 12:15	9:00 Environment Lecture "535 Generalists" Mr. Beck 10:30 Group Sessions on Environment 12:15
Lunch 12:15-1:15						
3:00 Arrival and Registration 5:30 Reception	1:30 Epitaph Session - Dr. Jones 4:30 Individual Study or Recreation	1:30 Organization and Planning Groups Session 3 4:30 Individual Study or Recreation	1:30 Separate Management Awareness Workshop Sessions 2:30 Individual Study - Preparation for Workshops	1:30 Orientation to Environment Section 2:30 Lecture "Today's American Revolution" Dr. Untereiner 4:30 Individual Study or Recreation	1:15 Group Meeting on Environment 3:30 Plenary - Reassemble for general discussion of directions and strategy 4:30 Individual Study or Recreation	1:30 Small Groups on Environment 3:00 Environment Lecture "The Have Nots in the System" Dr. Dawkins 4:30 Individual Study or Rec.
Dinner 6:30-7:30	6:00-7:30					
8:00 Introductions Orientation to FEI	7:30 Orientation to Organization and Planning Groups Session 1 9:30	7:30 Organization and Planning Groups Session 4 9:30	7:30 FEI Inaugural Lecture Frank Sherwood, Director, FEI 9:30	7:30 Environment Plenary Presentation Small Group Discussion 9:30	7:30 Environment Lecture "The President and His Chance to Lead" Dr. Nuechterlein 9:30	7:30 Film "Seven Days in May"

SCHEDULE FOR WEEK TWO
May 4 - 10, 1969

Sunday (4)	Monday (5)	Tuesday (6)	Wednesday (7)	Thursday (8)	Friday (9)	Saturday (10)
Breakfast 7:45-9:00	7:00-8:15					7:45-9:00
	8:15 Session 1	8:15 Session 3	8:15 Session 6	8:15 Session 8	8:15 Session 11	
	THREE MANAGEMENT AWARENESS WORKSHOPS "Management Challenge" Directed by Dr. Roberts and Dr. Harmon "Leadership Styles (Modified Grid)" Directed by Dr. Lau and Dr. Jones "Organization Theory" Directed by Dr. Sherwood					
	12:15	12:15 EXECUTIVES MUST CHOOSE ONE			12:15	
Lunch 12:15-1:15						
1:30 Environment Lecture "How Pluralistic Is Our Government System?" Dr. Roberts 3:00 Small Groups Choose Delegates To Meet w/Faculty 4:00 Evaluation of First Week 5:30 Open	1:30 Session 2 5:15 Open	1:30 Session 4 5:15 Open	1:30 Session 7 5:15 Open	1:30 Session 9 5:15 Open	1:15 Orientation to Seminars - Series I Introduction to Policy/Management Studies 3:00 Open Time	
Dinner 6:30-7:30	6:00-7:30					
7:30 Leader Encounter - Samuel Simmons, Ass't Secretary, HUD 9:00	7:30 White House Lecture - Bradley Patterson 9:00	7:30 Session 5 9:00	7:30 Leader Encounter - Rev. Leon Sullivan "Black Capitalism at Work" 9:00	7:30 Session 10 9:00		

SCHEDULE FOR WEEK THREE
May 11 - 17, 1969

Sunday (11)	Monday (12)	Tuesday (13)	Wednesday (14)	Thursday (15)	Friday (16)	Saturday (17)
Breakfast 7:45-9:00	7:00-8:15					7:45-9:00
	8:15 Organization and Planning Groups - Goals & Feedback 9:45 Seminar Series I-A (2:30) Session A 12:15	8:15 In House Lecture 1 9:00 Environment Group Meetings 12:15	8:15 Seminar Series I-B (3:15) Session B 11:30 Individual Study 12:15	8:15 In House Lecture 2 9:00 Environment Lecture "The Political Parties" Dr. Markey 11:00 Individual Study 12:15	8:15 In House Lecture 3 9:00 Seminar I-C (3:15) Session C 12:15	
Lunch 12:15-1:15						
	1:30 Regrouping Discussion 3:00 Environment Lecture "Science in the Post-Industrial Society" Dr. Jones 4:30 Individual Study or Recreation	1:15 Environment Lecture "The Motivation to Change" Dr. Lau 2:45 Break 3:00 Environment Lecture "On Responsibility" Dr. Harmon 4:30 Community Meeting 5:30 Recreation	1:30 Small Groups on Environment 4:30 Individual Study or Recreation	1:30 Small Groups Conclusion of First Stage of Environment Activity 4:00 Evaluation of Progrzm 5:30 Recreation	1:15 Environment Lecture "The Global Dimension of Our Response Problem" Dr. Nuechterlein 3:00 Open Time	
Dinner 6:30-7:30	6:00-7:30					
7:30 Leader Encounter Hon. Robert Hampton, CSC 9:00	7:30 Environment Lecture "A New Executive Technology" Drs. Marianne & R.T. Williams 9:00	7:30 Plenary Policy/Management Studies 1 Options Considered 9:30	7:30 Special Environment Lecture Dr. Norman Graebner, Stettin-Prof. of History 9:00	7:30 Film "The Bedford Incident"		

SCHEDULE FOR WEEK FOUR
May 18 - 24, 1969

Sunday (18)	Monday (19)	Tuesday (20)	Wednesday (21)	Thursday (22)	Friday (23)	Saturday (24)
Breakfast 7:45-9:00	7:00-8:15					7:45-9:00
	8:15 Session 2	8:15 Session 4	8:15 Session 7	8:15 Session 9	8:15 Session 12	
	TWO LEARNING LABS Literary Workshops Directed by Mr. Beck, Dr. Roberts, Dr. Dawkins Interpersonal Learning Workshops Directed by Dr. Jones, Dr. Marianne and Dr. R.T. Williams					
	12:15	12:15	12:15	12:15	12:15	
Lunch 12:15-1:15						
1:30 Personel Growth Workshops Begin Session 1 5:30	1:30 Session 3 4:30 Individual Study or Recreation	1:30 Session 5 4:30 Individual Study or Recreation	1:30 Session 8 4:30 Individual Study or Recreation	1:30 Session 10 4:30 Individual Study or Recreation	1:30 Special Speaker 3:00 Open Time	
Dinner 6:30-7:30	6:00-7:30					
7:30 Congressional Lecture Congressman John O. Marsh, Jr. (D) Va. 9:00	7:30 White House Lecture - Robert P. Mayo, Director of the Budget 9:00	7:30 Session 6 9:30	7:30 Leader Encounter LTG Marshall S. Carter, Director, NSA 9:00	7:30 Session 11 9:30		

SCHEDULE FOR WEEK FIVE
May 25 - 31, 1969

Sunday (25)	Monday (26)	Tuesday (27)	Wednesday (28)	Thursday (29)	Friday (30)	Saturday (31)
Breakfast 7:45-9:00	7:00-8:15					7:45-9:00
	8:15 Organization & Planning Groups Goal Structing and Feedback 10:15 Second Stage Environment Activity - Form new groups to discuss new perspectives 12:15	8:15 In House Lecture 4 9:00 Seminar Series II-A (3:15) 12:15	8:15 In House Lecture 6 9:00 Third Stage Environment Activity Plenary - Plan two more sessions on June 14 and 15 12:15	8:15 In House Lecture 7 9:00 Seminar Series II-B (3:15) Session B 12:15	HOLIDAY SPOUSE WEEKEND	SPOUSE WEEKEND
Lunch 12:15-1:15						
30	1:30 Policy/ Management Studies 2 4:30 Individual Study or Recreation	1:30 Policy/Management Studies 3 4:30 Individual Study or Recreation	1:30 Policy/Management Studies 4 4:00 Community Meeting 5:30	1:15 Special Speaker 3:00 Begin Spouse Weekend	HOLIDAY SPOUSE WEEKEND	SPOUSE WEEKEND
Dinner 6:30-7:30	6:00-7:30					
7:30 Congressional Lecture 9:00	7:30 White House Lecture - Thomas Corcoran - Special Asst. to FDR 9:00	7:30 In House Lecture 5 8:30 Films "Eye of the Beholder" and "Savage Eye"	7:30 Leader Encounter 9:00	SPOUSE WEEKEND	SPOUSE WEEKEND	SPOUSE WEEKEND

SCHEDULE FOR WEEK SIX

June 1 - 7, 1969

Sunday (1)	Monday (2)	Tuesday (3)	Wednesday (4)	Thursday (5)	Friday (6)	Saturday (7)
Breakfast 7:45-9:00	7:00-8:15 ----------					7:45-9:00
	8:15 Organization and Planning Groups - Goal Structuring and Feedback 10:15 Seminar Series III-A Session A (2:00) 12:15	8:15 In House Lecture 8 9:00 3 DAY POLICY MANAGEMENT STUDIES EXTENDED TIME FOR FIELD TRIPS OR INDIVIDUAL/TEAM STUDY & ACTIVITY EXECS ARE REQUESTED TO RETURN FOR LEADER ENCOUNTER THURSDAY P.M. 12:15	8:15 In House Lecture 9 9:00 12:15	8:15 In House Lecture 10 9:00 12:15	8:15 Seminar Series III-B Session B (2:00) 10:15 Break 10:30 Program Evaluation 12:15	
Lunch 12:15-1:15 ----------						
	1:30 Policy/Management Studies 5 4:00 Community Meeting 5:30	1:30 POLICY MANAGEMENT STUDIES ALL DAY SESSIONS 6, 7, and 8 4:30 Individual Study or Recreation	1:30 4:30 Individual Study or Recreation	1:30 4:30 Individual Study or Recreation	1:15 Seminar Series III-C Session C (2:00) 3:15 Open Time	
Dinner 6:30-7:30	6:00-7:30 ----------					
7:30 Leader Encounter - Thomas Fletcher, Deputy Mayor, Washington, D. C. 9:00	7:30 White House Lecture - Paul McCracken, Chairman, Council of Economic Advisers 9:00	7:30 Film "African Film Series" 9:30	7:30 Film "The Anderson's Platoon" 9:30	7:30 Leader Encounter - Henry Loomis, Deputy Director, USIA 9:00		

SCHEDULE FOR WEEK SEVEN
June 8 - 14, 1969

Sunday (8)	Monday (9)	Tuesday (10)	Wednesday (11)	Thursday (12)	Friday (13)	Saturday (14)
Breakfast 7:45-9:00	7:00-8:15					7:45-9:00
	8:15 Organization and Planning Groups - Goal Structuring and Feedback 10:15 Seminar Series III-D (2:00) Session D 12:15	8:15 In House Lecture 11 9:00 ALL DAY POLICY MANAGEMENT STUDIES For Field Trips or Study 10 12:15	8:15 Seminar Series III-E (2:00) 10:15 Individual Study 10:45 Speaker - Excellency Ernest Monteiro, Ambassador of Singapore 12:15	8:15 In House Lecture 12 9:00 Policy/Management Reports Session 1 (2:00) 11:00 Special Speaker 12:15	8:15 Policy/Management Reports 3 (1:00) 9:15 Orientation Organizational Development Clinic Session A (3:00) 12:15	9:00 Policy/Man- Reports 4 (1:15) 10:30 Break 10:45 Special Speaker 12:15
Lunch 12:15-1:15						
	1:30 Policy/Management Studies 9 4:30 Individual Study or Recreation	1:30 Policy/Management Studies 10 (cont'd) 4:30 Individual Study or Recreation	1:30 Community Meeting 3:00 Policy/Management Studies 11 4:30 Individual Study or Recreation	1:30 Policy/ Management Studies Reports 2 (2:00) 3:30 Individual Study or Recreation	1:30 Organizational Development Clinic Session B (3:00) 4:30 Individual Study or Recreation	1:30 Additional Environment Activity 4:30 Individual Study or Recreation
Dinner 6:30-7:30	6:00-7:30					
7:30 Congressional Lecture 9:00	7:30 White House Lecture - Hon. Roger Jones, Asst. Director, Bureau of the Budget 9:00	7:30 Film "Bridge on the River Kwai" 9:30	7:30 Leader Encounter 9:00	7:30 Seminar Series III-G Session G (2:00) 9:30	7:30 Organizational Development Clinic Session C (2:00) 9:30	7:30 Film "Nothing But A Man" 9:30

SCHEDULE FOR WEEK EIGHT
June 15 - 20, 1969

Sunday (15)	Monday (16)	Tuesday (17)	Wednesday (18)	Thursday (19)	Friday (20)	Saturday
Breakfast 7:45-9:00	7:00-8:15					7:45-9:00
	8:15 In House Issue A 9:45 Policy/Management Studies Reports 5 (1:30) 11:15 Policy/ Management Evaluation Plenary 12:15	8:15 In House Issue B 9:45 Individual Reflection or Group Sessions Focus: Integration of Learnings 12:15	8:15 In House Issue C 9:45 Organization and Planning Groups Focus: Feedback on Personal Growth Toward Learning Goals 12:15	8:15 In House Issue D 9:45 Eight Week FEI Program Evaluation 12:15	8:15 In House Lecture 13 9:00 Faculty and Executive Encounter Focus: The Future 12:15	
Lunch 12:15-1:15						
1:30 Final Environment Activity 4:00 Feedback on Environment Section 5:30 Recreation	1:30 Community Meeting 3:30 Individual Study or Recreation	1:30 Individual Reflection or Group Sessions Focus: Integration of Learnings 4:00 Community Meeting Learnings 5:30 Recreation	1:30 Organiation and Planning Group Evaluation Group Sessions 3:00 Plenary Organization & Planning Group Evaluation 4:30 Individual Study or Recreation	1:30 Time Planned by Learning Community Graduation Exercise	1:30 Depart for Home	
Dinner 6:30-7:30	6:00-7:30					
7:30 Congressional Lecture 9:00	7:30 Leader Encounter 9:00	7:30 White House Lecture - Hon. Daniel Moynihan, Asst to the President for Urban Affairs 9:00	7:30 Leader Encounter - Hon. Roman Pucinski Congressman (D) Illinois 9:00	7:30 Time Planned by the Learning Community		

APPENDIX NO. 3

THE FEDERAL EXECUTIVE INSTITUTE

FACULTY AND STAFF

Frank P. Sherwood, PhD, Director, July 1968 - Present

Formerly Director of the School of Public Administration of the University of Southern California, Mr. Sherwood served on the faculty of that school for 18 years. During that time he was a consultant to national, state, and local governments; he has had overseas assignments in Brazil, Iran, Turkey, and Pakistan. His books include Administrative Organization, California System of Governments, and Institutionalizing the Grass Roots in Brazil.

James R. Beck, Jr., Deputy Director, May 1968 - Present

For more than ten years a prominent figure in the development of the interagency executive training programs administered by the U. S. Civil Service Commission, Mr. Beck's most recent accomplishment was the establishment of the Executive Seminar Center at Berkeley, California. Prior to his service in Berkeley, he was Director of the Executive Seminar Center at Kings Point, Long Island, established in 1963 and the forerunner of the Federal Executive Institute. A graduate of Oregon State University, Mr. Beck has over 20 years of experience in the Federal Service.

Thomas W. Adams, PhD, Professor, August 1969 - Present

On detached service from the National Aeronautics and Space Administration, Mr. Adams is currently a Senior Policy Analyst with that organization. Educated at the University of Oklahoma in Political Science, Mr. Adams has been employed in the Federal Service since 1962 first as a Research Plans Officer in the Department of the Army and then as a Policy Analyst by NASA. In his background also is a Congressional Fellowship (1967-68), teaching at the Northern Virginia Extension Center for the University of Virginia, Arizona State University, and the University of Oklahoma.

Patrick J. Conklin, PhD, Professor, July 1969 - Present

Newly arrived at the Federal Executive Institute in July, Mr. Conklin was most recently Director of Public Executive Development Programs at the Graduate School of Public Affairs, State University of New York at Albany, as well as Professor of Public Administration. In his background also is a Congressional

Fellowship (1960-61), an associate Directorship of the Executive Seminar Center at Kings Point (1965-66), and professorships at the University of Missouri and the University of Tulsa. Mr. Conklin received his PhD in Political Science from the University of Michigan in 1954.

Maurice A. Dawkins, D.D., Professor, January 1969 - Present

As a clergyman, Mr. Dawkins had a long record of public service before entering the Government as Associate Director of Vista nearly five years ago. Among other responsibilities he was Vice-Chairman of a blue-ribbon Governor's Committee on Urban Affairs in California. His service in Government prior to coming to FEI was with the Office of Economic Opportunity, in which his Vista work was followed by responsibility as Assistant Director for Civil Rights. As an occupant of that position, he was enrolled in the first session of the Residential Program in Executive Education.

Michael M. Harmon, PhD, Assistant Professor, July 1968 - September 1969

Assigned to the Institute under a joint Civil Service Commission-American Society for Public Administration program to bring outstanding young professors to Washington for one year of service, Mr. Harmon has served for the past two years as an Instructor in the School of Public Administration, University of Southern California. At the age of 28, he is by far the youngest member of the faculty. It is intended that the faculty will regularly include a young man of Mr. Harmon's background.

James N. Holtz, PhD, Professor, September 1969 - Present

Newly arrived at the Federal Executive Institute in September, Mr. Holtz was most recently an Associate Professor at the University of Virginia in the Department of Government and Foreign Affairs teaching courses in Systems Analysis, Public Finance, Program Budgeting and Quantitative Methods. During the past year he additionally taught seminars in macro and micro-economics at the Institute. Mr. Holtz previously served as a consultant to the Rand Corporation and as an Assistant Professor at the University of California at Los Angeles. He received his PhD in Economics at the University of Michigan.

Edward J. Jones, Jr., DPA, Professor, August 1968 - Present

A career Federal employee, Mr. Jones has most recently served as Consultant on Organization Development at the Naval Weapons Center at China Lake, California.

He retired from the U. S. Army Reserve with the rank of Lieutenant Colonel, having served in both World War II and the Korean War. His service in the Federal Government has included activity as a personnel officer, as a management analyst, and as a trainer. In 1961-65 he served in a professional role in the development of public administration education in Brazil, with the last two years as chief of that project. He has been a Visiting Professor at the University of Southern California since 1961.

Kirkhart, Larry J., Assistant Professor, September 1969 - Present

Assigned to the Institute under a joint Civil Service Commission-American Society for Public Administration program to bring outstanding young professors to Government for one year of service, Mr. Kirkhart has served for the past two years as an Instructor in the School of Public Administration, University of Southern California.

James B. Lau, PhD, Professor, September 1968 - Present

On detached service from the Central Intelligence Agency, Mr. Lau is currently management consultant for that organization and for a number of years was Chief of the Psychology Services. Educated at the University of Michigan in Social Psychology, Mr. Lau has worked at the CIA for more than 15 years as a Psychologist, both in this country and abroad. Most recently, he has been instrumental in implementing the Blake Managerial Grid program into the CIA. He is currently a member of the faculty of George Washington University. His assignment to the Institute is for a period of two years.

Beatrice G. Markey, DPA, Professor, February 1969 - August 1969

A member of the faculty of the University of Hawaii, Hilo campus, for nearly a decade, Beatrice Markey first logged extensive Government experience in the employment service. She is a graduate of the University of Chicago. Her experience in executive development includes three years of service in a program for officials of the Pakistan Superior Civil Service. In Hawaii she has worked with state and local government units in both training and consultant roles. She has been particularly interested in utilizing anthropological methods in the analysis of administrative behavior. She received her DPA from the University of Southern California.

Donald E. Nuechterlein, PhD, Professor, October 1968 - Present

Mr. Nuechterlein brings to the program a rich background in world affairs. His most recent assignment has been to the Office of the Assistant Secretary of Defense (International Security Affairs), in the Department of Defense; prior to that, his lengthy Federal service took him to Iceland with the U. S. Information Agency and to Thailand as Cultural Affairs Officer. Those overseas assignments have resulted in highly regarded books on the foreign policies of Iceland and Thailand. He has conducted seminars at George Washington University on "Problems in U. S. Foreign Policy" and is currently teaching at the University of Virginia. He received his PhD in International Affairs from the University of Michigan.

James S. Roberts, PhD, Professor, August 1968 - July 1969

Nearly twelve years a member of the Political Science Department at the University of Nevada, Mr. Roberts has performed many other public services as well during that period. Most recently, he spent two years as Deputy Director of the Budget for the State of Nevada, meanwhile continuing to teach for the University. From 1962-64 he was Visiting Professor at the Department of Public Administration, University of Punjab, Pakistan. Later, in 1966, he was a consultant in Nigeria. In his background also is a period as Director of the Bureau of Governmental Research at the University of Nevada. He was on leave for one year from Nevada. He received his PhD from the University of North Carolina.

Wayne W. Untereiner, PhD, Professor, August 1968 - October 1969

Educated in Anthropology at Harvard University, Mr. Untereiner is on leave from California State College, Fullerton, where he served as Chairman of the Department of Anthropology. In addition to his work in Anthropology, Mr. Untereiner has had a long and continuing interest in Public Administration, having served as a Professor in this field at Indiana University. He has also been a staff member of the Governmental Affairs Institute. He spent four years in Iran, where he worked particularly to identify cultural blocks to administrative improvement in that country. In his background also is residence at the Center for Advanced Study of the Behavioral Sciences at Palo Alto, California. He has been on leave from California State College at Fullerton.

R. T. Williams, EdD, Professor, December 1968 - Present

With a major interest in adult education, Mr. Williams brings important insights to the Federal Executive Institute. A son of a college president, Mr. Williams had a first career in the ministry. Later, he became a college administrator, serving as Vice-President of Pasadena College. His college work led him to the pursuit and receipt of a doctorate in educational administration at Harvard University, as well as a doctorate in education from Boston University. In the last two years he has maintained several associations, one with the Extension Division of the University of California at Los Angeles and another with the Western Center, a private organization specializing in the application of behavioral sciences to social problems. He and his wife, Marianne, who serves as consultant to the Institute, have achieved a particular reputation for their work with groups, especially around family problems.

Joseph N. Coffee, Jr., Administrative Officer, September 1968 - Present

Mr. Coffee entered Federal Service at the Institute on graduation from the University of Virginia in 1968. In addition to his work as Institute office and facilities manager, he is pursuing graduate studies at the University of Virginia in the Department of Government and International Affairs.

Nancy W. Dalton, Registrar, July 1968 - Present

Mrs. Dalton is a graduate of Smithdeal-Massey Business College in Richmond. Before joining the staff of the Institute, she was employed for several years at The Judge Advocate General's School of the Department of the Army.

Louise H. Helvin, Program Assistant, October 1968 - Present

Mrs. Helvin joined the Institute staff in the fall of 1968 when her husband was released from military service and came to Charlottesville for graduate work. For several years before employment at the Institute, she worked for the Department of the Army at field installations in North Carolina.

Lynn N. Androsik, Staff Assistant, September 1969 - Present

Before joining the Institute staff in the fall of 1969, Mrs. Androsik was employed by McGuire, Woods, and Battle Law Firm in Charlottesville. She was employed for several years in Installations and Logistics, Office of the Secretary of Defense, in Washington, D. C. and moved to Charlottesville when her husband transferred to the University of Virginia.

Mary Jay Michel, Program Assistant, September 1969 - Present

Mrs. Michel is a 1965 graduate of Randolph Macon Woman's College in Lynchburg, Virginia, where she received her A.B. in Psychology. She was formerly employed as an Employment Counselor for the U. S. Employment Service in Washington, D. C. and moved to Charlottesville this past summer when her husband came here for graduate work in Public Administration.

George F. Ford, Sr., Utility Assistant and Equipment Operator, July 1968 - Present

Mr. Ford entered the Federal Service at the Institute after serving with the Chesapeake and Ohio Railroad for almost 20 years. A native of Charlottesville, Mr. Ford attended local schools and served in the U. S. Army during World War II.

Wyatt Johnson, Utility Assistant and Equipment Operator, August 1968 - Present

Mr. Johnson like Mr. Ford entered Federal Service at the Institute after many years of service with the Chesapeake and Ohio Railroad. He is also a native of Charlottesville, attended local schools and served in the U. S. Army during World War II.

Charles E. Harris, Equipment Operator, November 1968 - Present

Mr. Harris is currently enrolled as a student at Lane High School and is employed at the Institute part-time under the President's Stay in School Program. He is additionally employed by O'Neill Enterprises, Inc., on utility work at the Institute facility.

James R. Porter, Equipment Operator, September 1969 - Present

Mr. Porter like Mr. Harris is also employed at the Institute part-time under the President's Stay in School Program and is currently enrolled as a student at Lane High School in Charlottesville.

APPENDIX NO. 4

OUTSIDE RESOURCES

Following is a listing of those people from outside the Federal Executive Institute who have served as lecturers, consultants, group leaders or otherwise worked in the educational activities here since October 13, 1968:

1. Abramson, Robert
   Professor, University of Pittsburgh

2. Benson, George C. (Colonel)
   Office of the Assistant Secretary of Defense for International Security Affairs
   Department of Defense

3. Berlin, Seymour S.
   Director, Bureau of Executive Manpower
   U. S. Civil Service Commission

4. Bill, Harthon L.
   Deputy Director, National Park Service
   Department of the Interior

5. Bohlen, Charles E.
   Ambassador
   Department of State

6. Brannon, Gerard M.
   Director, Office of Tax Analysis
   Department of the Treasury

7. Bray, Bun B., Jr.
   Associate Staff Director
   Committee on Post Office and Civil Service
   U. S. House of Representatives

8. Brown, Letitia W.
   Professor, Howard University

9. Brown, Theodore H.
   Executive Director
   American Leadership Conference on Africa

10. Buchanan, Lee K.
    Chief, Employee Health Services
    Department of Agriculture

11. Califano, Joseph A., Jr.
    Formerly Special Assistant to President Johnson

12. Carter, Marshall S. (Lt. General)
    Director, National Security Agency

13. Carver, George A., Jr.
    Special Assistant to the Director
    Central Intelligence Agency

14. Cater, Douglas S., Jr.
    Formerly Special Assistant to President Johnson

15. Claxton, Philander
    Special Assistant for Population
    Department of State

16. Claude, Inis, Jr.
    Professor, University of Virginia

17. Cohen, Wilbur J.
    Formerly Secretary, Department of Health, Education and Welfare

18. Cooper, Weldon
Professor, University of Virginia

19. Corcoran, Thomas G.
Formerly Special Assistant to President Roosevelt

20. Corson, John J.
Formerly President, McKinsey and Company

21. Crawford, John W., Jr.
Assistant Director for Engineering Standards
Atomic Energy Commission

22. Crispell, Kenneth R.
Dean, School of Medicine
University of Virginia

23. Crockett, William
Vice President, SAGA Food Corporation
Formerly Assistant Secretary of State

24. David, Paul T.
Professor, University of Virginia

25. Ehrlichman, John D.
Special Assistant to President Nixon

26. Eisenberg, Ralph
Associate Professor
University of Virginia

27. Emmerich, Herbert
Former Professor
University of Virginia

28. Finkle, Jason L.
Associate Professor
University of Michigan

29. Fisher, Joel M.
Assistant to President Nixon

30. Fletcher, Thomas
Deputy Mayor of Washington, D. C.

31. Foster, John S.
Director, Research and Engineering
Department of Defense

32. French, Robert W.
Professor, University of Illinois

33. Froehlke, Robert
Assistant Secretary for Administration
Department of Defense

34. Gardner, Neely
Professor, University of Southern California

35. Godley, G. M.
Deputy Assistant Secretary of State
Department of State

36. Graebner, Norman
Professor, University of Virginia

37. Griner, John
President, American Federation of Government Employees

38. Hamilton, Randy
Executive Director
Institute for Local Self Government

39. Hampton, Robert E.
Chairman
U. S. Civil Service Commission

40. Harding, Bertrand M.
Formerly Acting Director
Office of Economic Opportunity

41. Harlow, Bryce N.
Special Assistant to President Nixon

42. Harris, Robert J.
Professor, University of Virginia

43. Hartzog, George B., Jr.
Director, National Park Service
Department of the Interior

44. Helms, Richard
Director
Central Intelligence Agency

45. Henry, Laurin L.
Professor, University of Virginia

46. Hereford, Frank
Provost, University of Virginia

47. Hinkle, Lawrence
Administrator
New York Hospital

48. Holtz, James N.
Associate Professor
University of Virginia

49. Hughes, Philip S.
Deputy Director
Bureau of the Budget

50. Jackson, Samuel C.
Assistant Secretary
Department of Housing and
Urban Development

51. Johnson, James E.
Comissioner
U. S. Civil Service Commission

52. Jelinek, David
Assistant Director
Bureau of Prisons
Department of Justice

53. Jones, Roger W.
Assistant Director
Bureau of the Budget

54. Karrick, Samuel (Colonel)
Office of the Assistant Secretary of
Defense for International Security
Affairs
Department of Defense

55. Kendrick, John W.
Professor, George Washington
University

56. Kidd, Charles V.
Executive Secretary
Office of Science and Technology

57. Kilgore, Ann H.
Mayor
Hampton, Virginia

58. Kolodziej, Edward A.
Associate Professor
University of Virginia

59. Kuh, Peter
Executive Secretary
President's Advisory Board on
Water Pollution

60. Lekachman, Robert
Chairman, Economics Department
State University of New York
at Stonybrooke

61. Lincoln, George A.
Director
Office of Emergency Preparedness

62. Lindjord, Haakon
Office of Emergency Preparedness

63. London, Gary
Director, Office of Health Services
Community Action Program
Office of Economic Opportunity

64. Loomis, Henry
Deputy Director
U. S. Information Agency

65. McCracken, Paul W.
Chairman, Council of Economic Advisors

66. McKean, Roland N.
Professor, University of Virginia

67. Mann, Floyd G.
Director, Center for Research on
Scientific Knowledge
University of Michigan

68. Marsh, John O., Jr.
Member, U. S. House of Representatives

69. Mason, Alpheus T.
Professor, University of Virginia

70. Morgan, Robert J.
Professor, University of Virginia

71. Matthews, H. Freeman, Jr.
Vietnam Working Group
Department of State

72. Mayo, Robert P.
Director
Bureau of the Budget

73. Moran, William
Population Reference Bureau of
New York

74. Morris, William C.
Program Associate
University of Michigan

75. Mosher, Frederick
Professor, University of Virginia

76. Moynihan, Daniel P.
Special Assistant to President Nixon

77. Mullins, George A.
Director of Contract Support Services
Department of Defense

78. Murphy, Charles S.
Special Assistant to President Johnson

79. Murphy, Patrick
Administrator
Law Enforcement Assistance Admin-
istration
Department of Justice

80. Naftalin, Arthur
Mayor, City of Minneapolis

81. Odom, L. S.
Director, United Community Corporation

82. Oganovic, Nicholas J.
Executive Director
U. S. Civil Service Commission

83. Parks, Paul
Director, Boston Model Cities
Administration

84. Patterson, Bradley H., Jr.
Executive Director
National Advisory Council on
Economic Opportunity

85. Paulsen, Monrad
Dean, School of Law
University of Virginia

86. Perkins, John A.
Chairman of the Board
Dunn and Bradstreet, Inc.

87. Peters, Mary Beth
Consultant

88. Rader, Louis
Vice President
General Electric Corporation

89. Rosenblatt, David B.
Director, Pittman-Dunn Research
Laboratories
Department of the Army

90. Roybal, Edward R.
Member, U. S. House of Representatives

91. Shoup, Paul
Associate Professor
University of Virginia

92. Simmons, Samuel
Assistant Secretary
Department of Housing and Urban
Development

93. Singer, Derek S.
Director, Faculty Development Project
American Association of Junior Colleges

94. Smith, Merriman
White House Correspondent
United Press International

95. Staats, Elmer B.
Comptroller General of the United
States

96. Steidle, Walter E.
Professional Staff Member
House Special Sub-Committee on
Education
U. S. House of Representatives

97. Stephansky, Ben
Caribbean Studies Project Director
Twentieth Century Fund

98. Strasser, William
President, Montgomery Junior College

99. Sullivan, Leon H.
Minister
Zion Baptist Church of Philadelphia

100. Turner, E. Robert
Executive Director
Southeastern Michigan Council of
Governments

101. Udall, Morris K.
Member, U. S. House of Representatives

102. Udall, Stewart L.
Former Secretary
Department of the Interior

103. Van Hollen, Christopher
Deputy Assistant Secretary of State
Department of State

104. Waks, Norman
Assistant Director for Engineering Management
Department of Defense

105. Watson, Marvin W.
Former Postmaster General
Post Office Department

106. Weaver, Henry, Jr.
Vice President
Atlantic Richfield Corporation

107. Webb, James L.
Former Administrator
National Aeronautics and Space Administration

108. White, Byron R.
Associate Justice
Supreme Court of the United States

109. Williams, Franklin H.
Director, The Urban Center
Columbia University

110. Willrich, Mason
Professor, University of Virginia

111. Wingate, Livingston
Director, Greater New York Urban League

112. Wolfbein, Seymour
Dean, School of Business
Temple University

113. Wood, Robert S.
Assistant Professor
University of Virginia

114. Zuckerman, John V.
Professor
University of Southern California

APPENDIX NO. 5

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APPENDIX NO. 6

BUDGETS

FY 1969 and FY 1970

	Operating Expense Item	FY 1969	FY 1970
1.	Salaries	$244,365	$344,300
2.	Retirement, Life Insurance and Health Insurance	17,500	20,900
3.	Travel and Fees of Resource Consultants and Travel of Staff	31,300	44,000
4.	Transportation of Things	5,000	4,300
5.	Rent, Communications and Utilities	197,100	290,000
6.	Printing and Reproduction	9,000	17,500
7.	Meals and Other Services	126,135	170,000
8.	Supplies and Materials	24,100	74,000
9.	Equipment Purchases and Rentals	41,700	35,000
	TOTAL =	$696,200	$1,000,000

NOTE: All expenses are derived from annual shared costs and reimbursements. No operating funds are available from direct appropriations.

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